Annual Report
2005-2006

Saskatchewan Legal Aid Commission

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Mission

We promote access to justice for eligible persons through the provision of quality legal assistance.

Vision

The Saskatchewan Legal Aid Commission will be an innovative, collaborative legal aid system that responds to the needs of low income persons.

Values

We value **INTEGRITY** therefore:
- we conduct ourselves with honesty and openness and in an ethical fashion

We value **RESPECT** therefore:
- we recognize diverse cultures, needs and perspectives
- we practice respect in our relationships

We value **INNOVATION** therefore:
- we anticipate and plan for the future
- we are creative in order to respond better to client needs

We value **RESPONSIVENESS** therefore:
- we listen to the needs and interests of our clients, our staff and our stakeholders

We value **EXCELLENCE** therefore:
- we strive for the best possible outcomes for clients
- we introduce and acknowledge best practices
- we strive to recruit and retain the best staff

We value **COLLABORATION** therefore:
- we are open and consultative in our decision-making

We value **ACCOUNTABILITY** therefore:
- we are accountable for quality services and the efficient use of public resources
- we are accountable to clients, staff and stakeholders

We value **COMMITMENT** therefore:
- we encourage our employees to find ways to connect with the needs of our clients
- we ensure that all staff has a shared understanding of the vision, goals, objectives and priorities of our organization

106-07030/

Highlights of 2005-2006

- Served more than 42,000 persons
- With the 2003-06 Federal/Provincial/Territorial Contribution agreement regarding legal aid funding, received the third year of supplemental funding from the Investment Fund, designed to foster innovative solution to address unmet needs in criminal legal aid.
- Launched the province-wide multi-media public service campaign, "Telling Our Story", to raise awareness about legal issues facing clients.
- James A.T. Struthers, a long term employee and Legal Director of the South East Area Office [Estevan], received the honorary designation of Queen's Counsel in December 2005.
- To better respond to clients' needs, restructured the Saskatoon City Area Office into two separate Area Offices, being the Family Legal Aid Area Office and the Criminal Legal Aid Area Office.
- Enhanced the website www.legalaid.sk.ca, including a staff Intranet component.

Legislative Mandate

The Legal Aid Act and *The Legal Aid Regulations* provide the legislative mandate for The Saskatchewan Legal Aid Commission.

Commission Profile

The Saskatchewan Legal Aid Commission provides legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure these services from their own resources.

The Saskatchewan Plan has been in existence since 1974.

The Saskatchewan Plan uses a salaried staff delivery model for most of its applicants. At March 31, 2006, the Plan had 149 staff positions (76 lawyers, 2 articling students, 17 legal assistants and 54 administrative and support staff) located in 15 offices throughout the province. The services of private practice lawyers may be used where the Chief Executive Officer of the Commission believes it would better serve the client.

Applicants are financially eligible for services if:

- they are receiving income from social assistance; or
- their financial resources are at social assistance levels; or
- the costs of obtaining the services from a private lawyer would reduce their financial resources to social assistance levels.

To illustrate with a couple of examples, in 2005-2006, financially eligible persons included single people making less than $12,000 (net) per year and families with four children with incomes less than $23,000 (net) per year.

Legal services are provided to financially eligible applicants **if** the service requested falls within the range of services provided by The Saskatchewan Legal Aid Commission, and **if** the matter has professional merit. Services are provided in Federal Criminal matters (adult and youth), and family law.

Immediate advice, although temporary, despite financial status is available to those arrested or detained.

Summary advice and information may be provided to anyone about a wide range of matters if they involve no more than a brief interview or telephone call.

The Provincial Government, through Saskatchewan Justice, funded The Saskatchewan Legal Aid Commission. By agreement, the Government of Canada reimburses the Province for some legal aid expenditures on adult criminal matters and young offender matters.

Letter of Transmittal

Minister of Justice
and Attorney General

SASKATCHEWAN

Legislative Building
Regina, Sasktchewan S4S 0B3

Her Honour
The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of the
Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2006.

Respectfully submitted,

Frank Quennell, Q.C.
Minister of Justice and Attorney General

Letter of Transmittal

Saskatchewan Legal Aid Commission

Central Office

#502 - 201 21st Street East
Saskatoon, Saskatchewan
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Hugh M. Harradence, Q.C.
Chairperson

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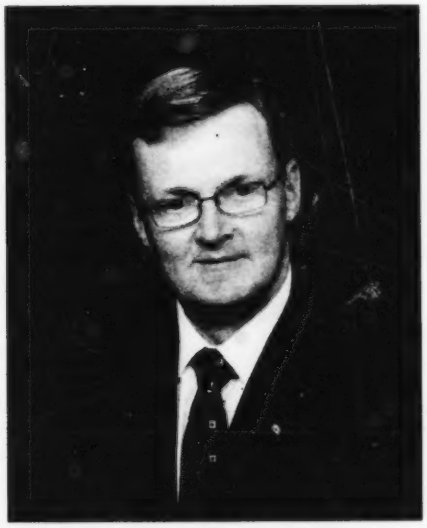


THE HONOURABLE FRANK QUENNELL, Q.C.
MINISTER OF JUSTICE AND ATTORNEY GENERAL
PROVINCE OF SASKATCHEWAN

Dear Mr. Quennell:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2005-2006 fiscal year.

Respectfully submitted,

Hugh M. Harradence, Q.C.
Chairperson

Message from the Chief Executive Officer

Rob Gibbings, Q.C., resigned as Chair of the Saskatchewan Legal Aid Commission in April 2006 in order to devote more time to his busy law practice. He made a significant contribution to legal aid and served on the Commission for more than eight years, four as Chair or Acting Chair. Also leaving the Board during the year were Dan Konkin who was appointed to the Court of Queen's Bench, and Marilyn Hedlund, Executive Director of Child and Family Services Division, Saskatchewan Community Resources, who had served since 1998.

New Board members during the year were Dexter Kinequon, Victor Dietz and Karen Bright. We look forward to working with them. Hugh Harradence, Q.C., was appointed Chair of the Commission in April 2006. He shares the value of this organization and will capably lead the Commission in the coming years.

I am pleased to share the accomplishments and challenges of the past year.

- Strategic Plan [2005-2008] – The Commission approved the strategic plan for the next 3 years. The planning used an Appreciative Inquiry process which allowed the Commission to obtain input from staff and regional stakeholders. Progress over the first year of the plan is communicated within the pages of this Annual Report and also on the website at www.legalaid.sk.ca

- With funding from Justice Canada's three year investment fund in the Renewal of Legal Aid, the Saskatchewan Legal Aid Commission completed a number of projects which increased access to criminal legal aid services.

- Most noteworthy was the emphasis on providing information to clients in the areas of criminal law. Recognizing the strong oral tradition of the Aboriginal communities we serve, the public information was focused on "*Telling our Story*". The project used young actors from the Saskatchewan Native Theatre Company and in partnership with that organization, Eagle Feather News, Missinipi Broadcasting and CJWW, created 6 stories in CD, website, radio public awareness spots in English, Cree and Dene, and print articles all supporting the general theme that Saskatchewan Legal Aid provides quality services and information to clients.

- The "*Telling our Story*" CD was distributed widely to libraries, food banks, schools, First Nations and Métis organizations throughout the province and there has been positive response to both the method of providing legal information to what is predominantly a young client group but also the use of young people "telling their story" as an effective communication method.

The Saskatchewan Legal Aid Commission also announced the creation of a stand alone criminal law office and a family law office in Saskatoon. The need for a separate family law office was identified in the Commission's previous strategic plan. It is hoped that this decision will improve, in particular, family law services. The first Legal Directors for the Saskatoon City Family Legal Aid Area Office is Kelly Soder and for the Saskatoon City Criminal Legal Aid Area Office, George Combe.

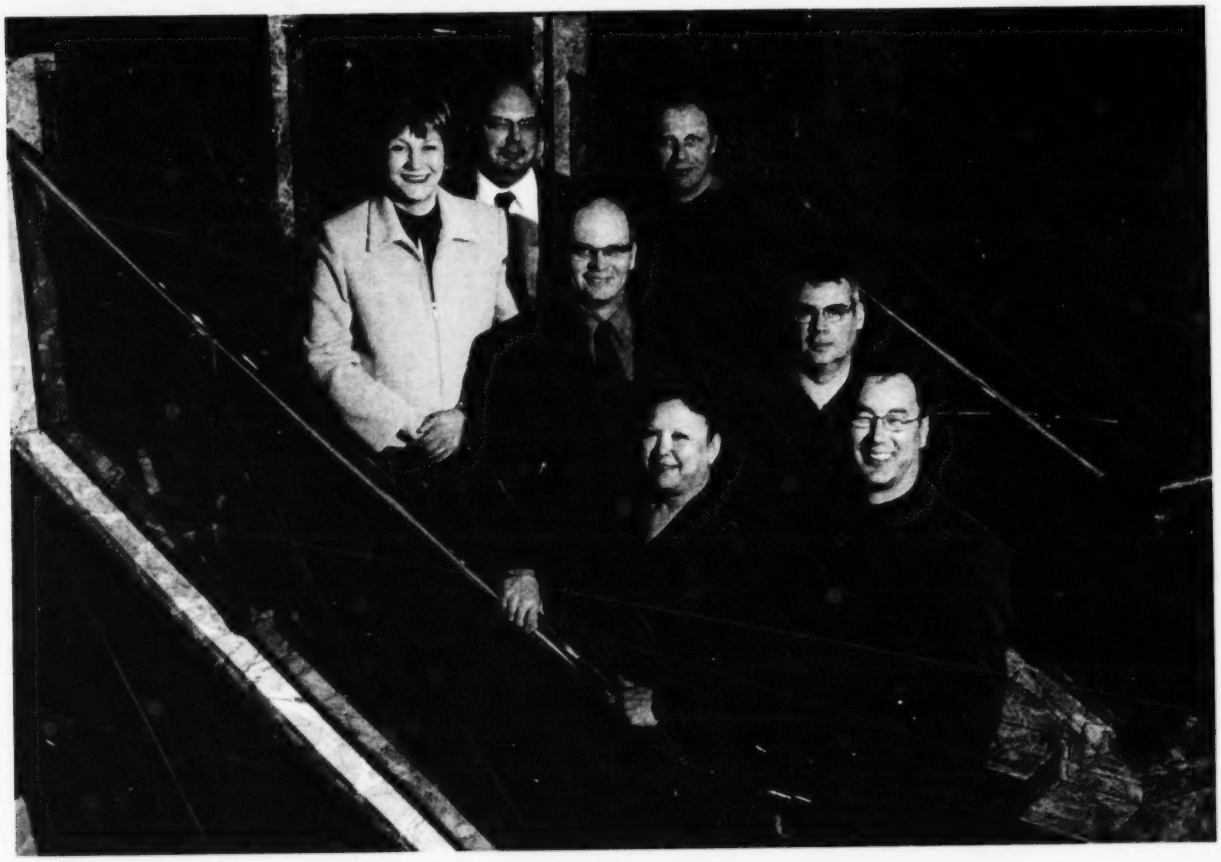
Other achievements are outlined throughout the Annual Report. Our challenge and a major priority for the coming year is to ensure that we communicate effectively with stakeholders, funders, clients and staff about why legal aid is important to the citizens of Saskatchewan.

I have enjoyed working with staff, management and the Commission. Their dedication and commitment to clients allows us to face the challenges each year.

J Lancaster

Jane. L. Lancaster, Q.C.,
Chief Executive Officer

Members of The Saskatchewan Legal Aid Commission



Left to right (back row): Karen Bright, Robert Kennedy, Q.C.,Viictor Dietz
Left to right (middle row): Robert Gibbings, Q.C. (Chair as at March 31, 2006), Rod Crook
Left to right (front row): Shirley Wolfe-Keller, Dexter Kinequon
Missing from Photo: Debbie Edin, Wendy Lemaigre, Donald Rosten

Members at March 31, 2006	Appointed by:
Robert GIBBINGS, Q.C., Saskatoon, Chairperson	Lieutenant Governor in Council (resigned April 13, 2006)
Hugh M. HARRADENCE, Q.C., Prince Albert, Chairperson	Lieutenant Governor in Council (appointed April 19, 2006)
Karen BRIGHT, Regina	Minister of Community Resources
Rod CROOK, Regina	Minister of Justice
Victor DIETZ, Regina	Law Society of Saskatchewan
Debra EDIN, Melfort	Lieutenant Governor in Council
Robert KENNEDY, Q.C., Saskatoon	Law Society of Saskatchewan
Dexter KINEQUON, La Ronge	Lieutenant Governor in Council
Wendy LEMAIGRE, Buffalo Narrows	Lieutenant Governor in Council
Donald ROSTEN, Saskatoon	Lieutenant Governor in Council
Shirley WOLFE-KELLER, Invermay	Lieutenant Governor in Council

The Legal Aid Act provides for the appointment of ten members – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Department of Justice appointed by the Minister of Justice, and one member who is an employee of the Department of Community Resources appointed by the Minister of Community Resources.

The Strategic Plan

2005 - 2008

In January to March 2005, the Saskatchewan Legal Aid Commission held seven regional meetings with staff and stakeholders, using the Appreciative Inquiry process, to gain input into the planning for 2005 to 2008. The Vision and Mission of the organization were also revised based on the consultations conducted with staff and external stakeholders. The articulated values of the organization remain the same.

Vision: *The Saskatchewan Legal Aid Commission will be an innovative, collaborative legal aid system that responds to the needs of low income persons.*

Mission: *We promote access to justice for eligible persons through the provision of quality legal assistance.*

The plan was approved by the members of Saskatchewan Legal Aid Commission in June 2005. It was reviewed and updated in March 2006.

The Propositions for the Future/Strategic Goals are not mutually exclusive. The Action Plan is an integrated process recognizing that the plan is iterative and many actions interdependent.

Proposition for the Future	**Action Plan**	**Progress in 2005-06**	**Next Steps: 2006-07 & beyond**
Community Connectedness/ Relationships/ Partnerships *We have strong relations with our partners which deliver on our vision and mission and address the concerns of our clients and partners*	**GOAL 1 – A** **WORK WITH ABORIGINAL PEOPLE AND COMMUNITIES AS WELL AS OTHER PARTNERS AND STAKEHOLDERS TO SHAPE LEGAL SERVICES AND SET FUTURE DIRECTIONS.**	• The Commission met with several representatives of the FSIN Justice Secretariat in January 2006 • As part of the Employee Development Plan process, some Legal Directors chose this as a work objective to focus on networking with Aboriginal communities with a view to identifying and addressing their concerns. • Legal Directors met informally with stakeholders in various forums – court workers, justice coordinators, Tribal Councils, Victims services offices, DCRE offices, Family Justice offices, and other organizations • The Commission's Communications Plan was updated	**Communications Plan:** C1 Conduct Telling our Story Awareness Campaign 2006-07 as follow-up to 2005-06 C2 Begin formal process of educating and informing elected and public officials and community leaders about legal aid and access to justice. C3 Discuss with other Legal Aid Plans the possibility of a National Legal Aid Awareness Day beginning in 2007-08 C4 Conduct 2nd Private Bar Survey in 2007 Next Steps: • Personally contact stakeholders with regard to specific concerns. Be proactive • Prioritize groups according to the specific needs of each legal aid office

Proposition for the Future	Action Plan	Progress in 2005-06	Next Steps: 2006-07 & beyond
	GOAL 1 – B **REVIEW, UPDATE OR RATIONALIZE THE LEGAL AID GUIDELINES FOR ELIGIBILITY AND PROPOSE RECOMMENDATIONS FOR CONSIDERATION**	• The financial eligibility criteria of other Canadian Legal Aid Plans were reviewed. • The financial criteria for Saskatchewan's Social Assistance Plan were reviewed • All were compared with various poverty lines	Next Steps: • Do not change financial eligibility guidelines until more resources are available.
	GOAL 1 – C **DETERMINE THE FORM AND COST IMPLICATIONS OF AN ENHANCEMENT IN THE RANGE OF SERVICES DEALING WITH ADVICE AND INFORMATION**	• The Commission reviewed the *Report on Call Centre Feasibility Project*	Next Steps: • Do not revise the range of services with respect to individual area offices • Do pursue a call centre if there is additional money available
	GOAL 1 – D **DETERMINE WAYS TO RE-ENGAGE THE PRIVATE BAR IN LEGAL AID SERVICES**	• The Commission reviewed the 2004 *Report on the Private Bar Research Project* • A strategy to monitor the management of big cases was piloted in 2005-2006 • Four focus groups, in three locations, with private bar members were held in March and April 2006 to discuss future modifications to the Tariff	Next Steps: • Increase the Private Bar Tariff particularly for Family Law • With respect to "Big Case" Management, develop a protocol to: - Minimize the use of the Private Bar - Coordinate with the Private Bar and Staff Lawyers to reduce duplication and costs
	GOAL 1 – E **DETERMINE, AFTER CONSULTATION WITH PARTNERS, WHAT SPECIAL PROJECTS NEED TO BE UNDERTAKEN THAT WILL ENHANCE THE DELIVERY OF SERVICE**	• Began discussions with the Saskatchewan Native Theatre Company for the 2006 public service campaign	

Proposition for the Future	Action Plan	Progress in 2005-06	Next Steps: 2006-07 & beyond
	GOAL 1 – F **DETERMINE HOW TO IDENTIFY AND RESPOND TO CLIENT CONCERNS AND FEEDBACK REGARDING LEGAL AID SERVICE DELIVERY ON A SYSTEM WIDE BASIS.**	• The Commission reviewed the results of the June 2005 *Report on Family Law Client Discontinuance Survey*. Recommendations include a review of the Family Law Questionnaires; consider a pilot project for transportation allowances for Family Law Clients, and to include the Report on our website. • The Commission reviewed the results of the January 2006 Client Satisfaction Survey • A revised Feedback/ Complaint process was reviewed and circulated within the organization for review. • The Commission's Communications Plan was updated	**Communications Plan:** A1 Continue to improve newly – launched Commission website, and specifically lead potential and current clients to information that will help them use our services. A2 Increase access to family law information for women in crisis in 2006. A3 Plan for and to conduct 3rd Client Satisfaction Survey in 2009 Next Steps: • Review and revise the Complaints/Feedback process and word it in a "positive" fashion.
Skilled, Dedicated and Committed Staff *We, individually and in teams, are empowered by mutual respect and trust, support and encouragement through open and transparent communications, resulting in excellent client service.*	**GOAL 2 – A** **UNDERTAKE AN ORGANIZATIONAL REVIEW TO INCLUDE BUT NOT RESTRICTED TO THE FOLLOWING ISSUES: SPECIALIZATION, QUALITY OF SERVICES, COMPLEX AND SERIOUS CASES, SUCCESSION ISSUES AT ALL LEVELS AND RECRUITMENT**	• A Competency Framework and Employee Development Planning process was implemented for Out-of-Scope staff in 2005. • The Commission reviewed the 2005 *Report on Review of Current Organization.* • The Commission employs 11% of staff who self-declare as being Aboriginal, 1.9% who are of a Visible Minority, 6,5% who have a disability, 50% who are women employed as lawyers and 38.9%% who are women in management • In Saskatoon, a separate office to serve only Family Law clients was opened in March 2006. • The members of the Commission and the CEO met with the union president and vice-president and discussed communications issues and processes	Next Steps: • Activate a committee to discuss long term planning, including an environmental scan as to where work is generated • Make recommendations with regard to specialization models, i.e., an appeals specialist. • Evaluate specialized criminal and family offices • Identify potential candidates for management positions • Consider alternatives to full-time employment and mandatory retirement

Proposition for the Future	Action Plan	Progress in 2005-06	Next Steps: 2006-07 & beyond
	GOAL 2 – B **UNDERTAKE A WORKLOAD REVIEW AND ANALYSIS ADDRESSING BUT NOT RESTRICTED TO THE FOLLOWING ISSUES: MEANINGFUL AND CONSISTENT STATISTICAL COLLECTION, INTAKE PROCESSES, RURAL/URBAN DIFFERENCES, RESOURCING, TRANSPARENCY, WORKLOAD MEASUREMENT AND STANDARDS, WORK/LIFE BALANCE, TEAMWORK, COMPETITIVE COMPENSATION**	• A Joint Union and Management sub-committee began meetings in November 2005, with a mandate to report by December 2006. Previous reports and documents were reviewed; staff were surveyed on several issues related to caseloads and workloads. • The Joint Union and Management Job Evaluation Committee undertook a process review. • A Joint Union and Management Committee reviewed working conditions for staff in Northern Offices • A staff intranet website was launched in September 2005	Next Steps: • Review results of the Workload Sub-committee • Develop service standards and response times

Proposition for the Future	Action Plan	Progress in 2005-06	Next Steps: 2006-07 & beyond
	GOAL 2 – C **IMPROVE MORALE – FOCUS ON OPEN COMMUNICATION, MUTUAL TRUST, PERSONAL EMPOWERMENT, EMPLOYEE RECOGNITION, BURN -OUT, LEADERSHIP, PROFESSIONAL DEVELOPMENT ISSUES**	• The Commission's Communications Plan was updated. • A Competency Framework and Employee Development Planning process was implemented for Out-of-Scope staff in 2005. • A staff intranet website was launched in September 2005 • 29 staff lawyers attended the National Criminal Law conference, as well as many staff attended other continuing legal education programs • A Staff Professional Development Seminar for all staff was held in September 2005 • Staff attended regional Aboriginal Awareness training seminars. • Many staff attended Child View software training and Westlaw e-Carswell legal research training. • Over 68% of staff attended Microsoft Word training • An *ad hoc* committee began a review of an inventory of research tools available.	**Communications Plan:** B1 Continue to improve the staff intranet site. Use results of 2006 web survey to determine methods of approaching staff seeking priority areas to improve, and then make those improvements. B2 Staff Survey in 2007 Next Steps: • Survey Staff

Proposition for the Future	Action Plan	Progress in 2005-06	Next Steps: 2006-07 & beyond
Social Justice/Advocacy *We provide required information, advice or representation in an appropriate, timely fashion.*	**GOAL 3 – A** **INCREASE ACCESS TO INFORMATION FOR CLIENTS**	• The Commission reviewed the results of the June 2005 *Report on Family Law Client Discontinuance Survey*. Recommendations include consider a pilot project for transportation allowances for Family Law Clients, and to include the Report on our website. • The Commission reviewed the results of the January 2006 Client Satisfaction Survey • A new website was launched in March 2005 to increase access to information for clients and potential clients. • The Commission reviewed the results of the January 2006 Website Survey • Several brochures were updated for distribution to clients and potential clients. • The *"Telling our Story"* campaign was launched including radio ads, newspaper ads, posters and a CD to assist in telling clients' stories. • The Commission's Communications Plan was updated	**Communications Plan:** A1 Continue to improve newly – launched Commission website, and specifically lead potential and current clients to information that will help them use our services. A2 Increase access to family law information for women in crisis in 2006 A3 Plan for and to conduct 3rd Client Satisfaction Survey in 2009 Next Steps: • Survey the staff persons who answer the telephones in each area office for a list of the most often asked questions for a set period of time (i.e., 1 week or 1 month), develop answers for these questions and post on the website • Reorganize the current Frequently Asked Questions (FAQs) on the website • Focus on Access to Family Law issues • Add a "Did you Know" feature to the website which changes often • Research how communications tools could assist with client access issues and yet not stress staff resources

Proposition for the Future	Action Plan	Progress in 2005-06	Next Steps: 2006-07 & beyond
	GOAL 3 – B **INCREASE ACCESSIBILITY TO SERVICES**	• The Commission reviewed the results of the June 2005 *Report on Family Law Client Discontinuance Survey*. Recommendations include a review of the Family Law Questionnaires; consider a pilot project for transportation allowances for Family Law Clients, and to include the Report on our website. • The CEO met with senior Sask. Justice and Court officials to begin to rationalize Court points • A telephone translation service was made available to assist staff communicate with clients whose first language is not English • The provision of a transportation allowance to assist clients was piloted	Next Steps: • Survey the staff persons who answer the telephones in each area office for a list of the most often asked questions for a set period of time (i.e., 1 week or 1 month), develop answers for these questions and post on the website • Reorganize the current Frequently Asked Questions (FAQs) on the website • Focus on Access to Family Law issues • Add a "Did you Know" feature to the website which changes often - Research how communications tools could assist with client access issues and yet not stress staff resource
	GOAL 3 – C **ENHANCE SERVICE DELIVERY**	• Several staff took advanced training in Collaborative Law • Some offices piloted the holding of office days on non-Court days in rural locations	Next Steps: • Survey staff lawyers who have taken collaborative law training

Proposition for the Future	Action Plan	Progress in 2005-06	Next Steps: 2006-07 & beyond
	GOAL 3 – D **INCREASE PROFILE OF SLAC AND ITS SERVICES**	• The Commission's Communications Plan was updated • The Commission met with several representatives of the FSIN Justice Secretariat in January 2006 • Legal Directors met informally with stakeholders in various forums – court workers, justice coordinators, Tribal Councils, Victims services offices, DCRE offices, Family Justice offices, and other organizations • The *"Telling our Story"* campaign was launched including radio ads, newspaper ads, posters and a CD to assist in telling clients' stories. • The Chair met with the federal and provincial Ministers of Justice during the year.	**Communications Plan:** A1 Continue to improve newly – launched Commission website, and specifically lead potential and current clients to information that will help them use our services. A2 Increase access to family law information for women in crisis in 2006. A3 Plan for and to conduct 3rd Client Satisfaction Survey in 2009 C1 Conduct Telling our Story Awareness Campaign 2006-07 as follow-up to 2005-06 C2 Begin formal process of educating and informing elected and public officials and community leaders about legal aid and access to justice C3 Discuss with other Legal Aid Plans the possibility of a National Legal Aid Awareness Day beginning in 2007-08 C4 Conduct 2nd Private Bar Survey in 2007 Next Steps: • Investigate the implications and costs/benefits of "re-branding of the Saskatchewan Legal Aid Commission (SLAC) to Legal Aid Saskatchewan (LAS)

Financial Overview

Sources of Funding

In 2005-2006, The Saskatchewan Legal Aid Commission received funding from three sources:

- Funds appropriated by the Provincial Government through Saskatchewan Justice.
- Client contributions, costs awarded by the Court on behalf of clients, interest earned on monies invested, and miscellaneous receipts.
- Grants from The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust for special projects.

The Government of Canada reimbursed the Province for some of the legal aid expenditures on federal criminal matters (adult and youth). A three-year contribution agreement for 2003 to 2006 included new funding for the Investment Fund meant to foster innovative solutions to addressing unmet need in criminal legal aid.

Distribution of Funding

In 2005-2006, The Saskatchewan Legal Aid Commission's budget of $16 million was divided into the two general areas of direct legal service and administration. The table on the next page shows the distribution.

Significant Pressures on The Saskatchewan Legal Aid Commission's Budget

The Saskatchewan Legal Aid Commission cannot control the volume of caseload as demand is often driven by external factors, such as:

- the economy, poverty and unemployment levels;
- introduction of new federal or provincial legislation;
- crime rates;
- Supreme Court of Canada decisions regarding the provision of duty counsel advice services; disclosure and delays in Court; and decisions concerning professional conflict of interest.

Other significant cost pressures during the year included:

- increased use of the private bar for staff vacancies; and significant big cases requiring some special compensation arrangements

Asset Management and Protection

- Personnel: The emphasis on personnel is promoted by development of skills and knowledge that increase productivity, effectiveness, and job satisfaction. Each Area Office has appointed an Occupational Health Committee or Representative.
- Capital Assets: The Commission maintains a budget that provides for the acquisition of new assets as they are consumed or become obsolete. Acquisition and disposal of assets are managed with a schedule updated annually and supported by physical counts.
- Electronic Data: This includes word processing files, database files, financial, payroll, and other systems. Electronic data and files are protected with daily and weekly backup procedures and off-site storage of weekly backups. The Commission is developing a Security Plan in conjunction with other users of Saskatchewan's Community Net.

Financial Overview (Continued)

	2004-05 Actuals (in $'000s)	2005-06 Planned (in $'000s)	**2005-06 Actuals (in $'000s)**	2006-07 Planned [1] (in $'000s)
Operating Fund Revenue:				
Appropriation	**$14,295**	$15,996	**$16,146**	$16,819
Other	**$140**	$148	**$196**	$348
Total	**$14,435**	$16,144	**$16,342**	$17,167
Operating Fund Expenses:				
Direct Legal Service [2]	**$12,473**	$13,659	**$13,940**	$14,620
Administration [3]	**$1,922**	$2,543	**$2,612**	$2,313
Sub-total	**$14,395**	$16,202	**$16,552**	$16,933
Purchase of Capital Assets [4]	**$73**	$71	**$79**	$74
Total	**$14,468**	$16,273	**$16,631**	$17,007
Operating Fund Excess (Deficiency) of Revenue over Expenditure	**($33)**	($129)	**($289)**	$160
Staffing Resources (at March 31/06):				
Lawyers	**75**	75	**76**	78
Articling Students	**2**	1	**2**	2
Legal Assistants	**18**	17	**17**	18
Support Staff/Administration	**55**	57	**54**	57
Total staffing	**150**	150	**149**	155

This chart does not include any adjustments made in the Investments in Capital Assets Fund.

1 Actual results for 2006-07 may vary from planned expenditures for many reasons, some of which are mentioned previously under Significant Pressures on the Budget.

2 Direct Legal Service expenditures include salaries & benefits, travel, provision of legal services, and other legal expenses.

3 Administrative expenditures include accommodation, telephone, postage, stationery & office supplies, periodicals, photocopying, and other operating expenses.

4 Purchase of Capital Assets are included in the Operating Fund activities of the Commission. However, for financial reporting the purchases are recorded as an increase to Capital Asset costs on the Statement of Financial Position.

Statistical Summaries

Please refer to Glossary of Terms	**2005-06**	2004-05	2003-04	2002-03	2001-02
CLIENT SERVICES					
Applications Received	**22,189**	21,598	21,009	20,732	22,213 [1]
Full Service Applications:					
Federal Criminal (Adult)	**12,404**	11,943	11,544	11,062	11,951 [1]
Federal Criminal (Youth)	**3,183**	2,955	2,897	3,133	3,644
Family	**4,827**	4,926	4,708	4,919	5,079
Civil	**0**	2	1	3	2
Provincial Offences	**3**	2	1	2	1
Total Full Service Applications	**20,417**	19,828	19,151	19,119	20,677
Duty Counsel Project Service (Regina and Saskatoon)	**3,091**	3,349	3,009	3,152	2,075 [1]
Applications Refused Service	**1,772**	1,770	1,858	1,613	1,536
Appeals against Refused Applications	**739**	605	505	371	309
Appeals to the Civil Appeals Committee	**9**	3	7	7	6
Summary Service or Advice	**5,231**	4,711	4,645	4,523	5,968
Cases Completed and Closed by Staff:					
Federal Criminal (Adult)	**11,700**	10,956	11,044	10,673	12,754
Federal Criminal (Youth)	**2,857**	2,805	2,671	3,211	3,677
Family	**4,775**	3,797	4,401	4,546	5,046
Civil	**1**	1	1	3	2
Provincial Offences	**3**	2	0	0	10
Total Cases Completed and Closed by Staff	**19,336**	17,561	18,117	18,433	21,489
Cases assigned to the Private Bar: Federal Criminal (Adult & Youth)	**939**	1078	744	623	1,174
Cases closed by the Private Bar: Federal Criminal (Adult & Youth)	**854**	1072	670	833	944
Cases assigned to the Private Bar: Family	**197**	257	198	180	326
Cases closed by the Private Bar: Family	**222**	235	231	301	251
Duty Counsel Advice Service	**13,469**	12,518	11,136	10,679	10,561
Incoming Reciprocal Applications	**60**	66	70	70	100
Outgoing Reciprocal Applications	**84**	65	107	94	122

1 A duty counsel pilot project for adults detained in-custody commenced in Regina on April 2001 and in Saskatoon September 2001. Most clients served in this project would have previously been included under "Full Service Applications: Federal Criminal (Adult)".

Financial & Other Resources

	2005-06	2004-05	2003-04	2002-03	2001-02
Revenue	**$16,341,973**	$14,435,079	$13,302,926	$12,210,683	$11,743,672
Expenses	**$16,551,663**	$14,468,341	$12,937,718	$12,333,086	$11,943,396
Operating Fund (Deficiency) of Revenue over Expenditures	**($209,690)**	($33,262)	$365,208	($122,403)	($199,724)
Investment in Capital Assets Fund	**$206,460**	$197,280	$301,066	$386,789	$481,034
Unrestricted Assets, end of year	**($160,086)**	$128,994	$162,256	($202,952)	($174,794)
Contribution of the Federal Government - Adult Criminal and Young Offenders [1]	**$2,815,712 plus Investment Fund $1,391,259 Total: $4,206,971**	$2,826,656 plus Investment Fund $1,869,129 Total: $4,695,785	$2,841,912 plus Investment Fund $864,298 Total: $3,706,210	$2,831,593	$2,831,346
Per Capita Expenditures on Legal Aid	**$16.71**	$14.54	$13.00	$11.80	$11.72
Number of Employees	**149**	150	141	141	138
Number of members of the Private Bar actively involved in providing services under *The Legal Aid Act*	**137**	124	143	165	181

[1] According to Saskatchewan Justice records

Caseload by Area Office 2005-06

- Most of the cases for which The Saskatchewan Legal Aid Commission grants full service applications are for federal criminal – adult matters (60.8%). This is followed by family matters (23.6%), and federal criminal youth matters (15.6%).
- The number of full service applications increased by 2.9% compared to the previous year. When the duty counsel pilot projects in Saskatoon and Regina were included, the total clients served increased by 331 or 1.4%.
- Compared to the previous year, the family law area decreased by 99 cases or 2%, while service for criminal law (both adults and youth and the duty counsel pilot project in Saskatoon and Regina) matters increased by 431 cases or 2.3%.
- About 36% of the clients are female, 64% are male. In criminal matters, 77% were male and 23% female. In family matters, 29% were male and 71% were female.
- About 58.5% of applicants are receiving social assistance.
- Approximately 73% of full service applicants have identified themselves as of Aboriginal descent being 59% Status Indian, 2.5% Non-status Indian, 11% Metis, and 0.07% as Inuit.
- A duty counsel pilot project for adults detained in-custody commenced in Regina in April 2001 and in Saskatoon in September 2001. Most clients served in this project would have previously been included under "Full Service Applications: Federal Criminal – Adult".

Please refer to Glossary of Terms

AREA OFFICE	Federal Criminal - Adult	Federal Criminal – Youth	Family	Civil	Provincial Offence	Total Full Service Applications	Duty Counsel Pilot Project Service	Total Cases Closed	Summary Advice or Service	Duty Counsel Advice Service
Central	0	0	0	0	0	0	0	0	125	13,132
Battlefords	1,078	214	318	0	0	1,610	0	1,830	2	0
Meadow Lake	1,124	204	246	0	2	1,576	0	1,518	561	6
Melfort	506	175	124	0	0	805	0	725	92	22
Moose Jaw	271	66	274	0	0	611	0	612	60	3
Northern	1,039	438	312	0	0	1,789	0	1,621	129	71
Prince Albert	2,383	389	535	0	0	3,307	0	3,119	518	126
Regina City	1,452	551	888	0	0	2,891	1,331	2,854	1,257	23
Regina Rural	791	145	456	0	0	1392	0	1,298	225	9
Saskatoon City [2]	2,213	625	901	0	0	3,739	1,760	3,189	75	1
Saskatoon Rural	434	90	264	0	0	788	0	713	1,422	0
South East	281	38	134	0	0	453	0	508	570	5
Swift Current	132	23	112	0	0	267	0	277	153	38
Yorkton	700	225	263	0	1	1189	0	1,072	42	33
Total Full Service Applications	12,404	3,183	4,827	0	3	20,417				
Duty Counsel Pilot Project Service	3,091						3,091			
Total Closed Cases	11,700	2,857	4,775	1	3			19,336		
Summary Advice	2,144	113	2,698	104	47				5,231	
Duty Counsel Advice Service	10,676	2,375	3	1	414					13,469

1 This service is provided by private lawyers on contract.
2 The data shown represents data from both Saskatoon City Criminal and Saskatoon City Family Legal Aid Area Offices as the split of the Saskatoon City Area Office occurred late in the fiscal year.

Management Structure

As of March 31, 2006, The Saskatchewan Legal Aid Commission employed 149 people:
141 at Area Offices and 8 at Central Office

Minister Responsible

Chairperson & Members of the Commission

Chief Executive Officer

Civil Appeals Committee

- reviews the CEO's decisions with respect to an applicant's financial eligibility to receive civil legal aid services, or a requirement to pay part of the cost of the civil legal services provided

Central Office

- Allocation of Cases to the Private Bar
- Appeals on Refused Applications
- Budget Management
- Complaints about Services
- Coordination of Interprovincial Referrals
- Financial Services
- Human Resources
- Information Systems
- Policy Development
- Purchasing

14 Area Offices

- Management of local Area Offices
- Provides services to Clients in Criminal and Family Law
- Participates in Commission-wide Strategic Plan and various committees

Left to right:
(Back Row): Rosanne Newman, Kelly Soder, David Andrews, Q.C., Laura Lacoursiere, George Combe
(Third Row): Jane Lancaster, Q.C., Michael Ryan, Q.C., James Struthers, Q.C., Kimberly Earing
(Second Row): Pamela Cuelenaere, Adrian McBribe, Donald Mullord, Jerome Boyko
(Front Row): Val Doepker, Mervyn Shaw, David Bright, Dona Jones
Missing from Photo: Janice Lawrence, Q.C., Barry Treacy, Q.C.

Offices of The Saskatchewan Legal Aid Commission

Saskatchewan Legal Aid Commission
Central Office
#502 - 201 21st Street East
SASKATOON SK S7K 2H6
Phone 933-5300 **FAX** 933-6764
Toll Free: 1-800-667-3764
E-Mail: central@legalaid.gov.sk.ca
Chief Executive Officer: Jane Lancaster, Q.C.

Saskatchewan Legal Aid Commission
Saskatoon City Criminal Legal Aid Area Office
#1057 - Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 933-7820 **FAX** 933-7827
Toll Free: 1-877-424-1898
Legal Director: George Combe

Saskatchewan Legal Aid Commission
Meadow Lake Area Office
Unit #3, 101 Railway Place
MEADOW LAKE SK S9X 1X6
Phone 236-7636 **FAX** 236-7634
Toll Free: 1-800-461-8188
Legal Director: Rosanne Newman

Saskatchewan Legal Aid Commission
Prince Albert Area Office
Box 3003, 11th Floor, McIntosh Mall
800 Central Avenue
PRINCE ALBERT SK S6V 6Z2
Phone 953-2850 **FAX** 953-2866
Toll Free: 1-877-424-1900
Legal Director: Pamela Cuelenaere

Saskatchewan Legal Aid Commission
Northern Area Office
Box 5000
Mistasinihk Place, 1328 La Ronge Avenue
LA RONGE SK S0J 1L0
Phone 425-4455 **FAX** 425-4472
Toll Free: 1-800-667-4095
Legal Director: Kimberly Earing

Saskatchewan Legal Aid Commission
South East Area Office
Main Floor, 1302 3rd Street
ESTEVAN SK S4A 2V6
Phone 637-4620 **FAX** 637-4625
Toll Free: 1-877-424-1903
Legal Director: James Struthers, Q.C.

(Sub-office address):
Box 2003, 110 Souris Avenue
WEYBURN SK S4H 2Z9
Phone 848-2341 **FAX** 848-2562
Toll Free: 1-877-424-1907

Saskatchewan Legal Aid Commission
Swift Current Area Office
3rd Floor, 350 Cheadle Street West
SWIFT CURRENT SK S9H 4G3
Phone 778-8272 **FAX** 778-8307
Toll Free: 1-877-424-1905
Legal Director: Adrian McBride

Saskatchewan Legal Aid Commission
Regina City Area Office
#200 - 1942 Hamilton Street
REGINA SK S4P 2C5
Phone 787-8760 **FAX** 787-8827
Toll Free: 1-877-424-1897
Legal Director: Michael Ryan, Q.C.

Saskatchewan Legal Aid Commission
Saskatoon Rural Area Office
#941 - Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 933-7855 **FAX** 933-7854
Toll Free: 1-877-424-1899
Legal Director: Donald Mullord

Saskatchewan Legal Aid Commission
The Battlefords Area Office
Main Floor, Provincial Building
1192 102nd Street
NORTH BATTLEFORD SK S9A 1E9
Phone 446-7700 **FAX** 446-7598
Toll Free: 1-877-441-4418
Legal Director: Janice Lawrence, Q.C.

Saskatchewan Legal Aid Commission
Melfort Area Office
P.O. Box 6500
3rd Floor, 105 Crawford Avenue East
MELFORT SK S0E 1A0
Phone 752-6220 **FAX** 752-6127
Toll Free: 1-877-424-1901
Legal Director: Barry Treacy, Q.C.

Saskatchewan Legal Aid Commission
Moose Jaw Area Office
#113 - 110 Ominica Street West
MOOSE JAW SK S6H 6V2
Phone 694-3700 **FAX** 694-3738
Toll Free: 1-877-424-1902
Legal Director: Mervyn Shaw

Saskatchewan Legal Aid Commission
Yorkton Area Office
#301 - 120 Smith Street East
YORKTON SK S3N 3V3
Phone 786-1440 **FAX** 786-1405
Toll Free: 1-877-424-1904
Legal Director: David Bright

Saskatchewan Legal Aid Commission
Regina Rural Area Office
#438 East Victoria Avenue
REGINA SK S4N 0N7
Phone 787-1141 **FAX** 787-2316
Toll Free: 1-877-424-1906
Legal Director: David Andrews, Q.C.

Saskatchewan Legal Aid Commission
Saskatoon City Family Legal Aid Area Office
#155 – Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 964-2200 **FAX** 964-2222
Toll Free: 1-877-324-2200
Legal Director: Kelly Soder

Management's Responsibility for the Financial Statements

Management is responsible for the integrity of the financial information reported by The Saskatchewan Legal Aid Commission. Fulfilling this responsibility requires the preparation and presentation of financial statements and other financial information according to generally accepted accounting principles. These recommendations are consistently applied, with any exceptions specifically described in the financial statements.

The accounting systems used by the Commission include an appropriate system of internal controls to provide reasonable assurance that:

- transactions are authorized;
- the Commission's assets are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other information;
- the accounts are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other financial information.

To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings. The members of the Commission have also reviewed the financial statements with representatives of management.

The Provincial Auditor of Saskatchewan has audited The Saskatchewan Legal Aid Commission's statement of financial position as at March 31, 2006, and the statement of operations and changes in net assets, and cash flows for the year then ended. Their responsibility is to express an opinion on the fairness of management's financial statements. The Auditor's Report outlines the scope of their audit and their opinion.

Jane L. Lancaster, Q.C. Chief Executive Officer	Laura Lacoursiere, B.Comm., CMA, FCMA, Director of Administration	Jerome Boyko, B.Comm., CA, Director of Financial Management

Saskatoon, Saskatchewan
May 18, 2006

Auditor's Report

To the Members of the Legislative Assembly
of Saskatchewan

I have audited the statement of financial position of The Saskatchewan Legal Aid Commission as at March 31, 2006 and the statements of operations and changes in net assets, and cash flows for the year then ended. The Commission's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan
May 18, 2006

Fred Wendel, CMA, CA
Provincial Auditor

Statement 1

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	2006	2005
ASSETS		
Current		
Cash	$ 911,588	$ 965,628
Accounts receivable	108,404	47,592
Prepaid expense	116,616	112,028
Total current assets	1,136,608	1,125,248
Capital assets (Note 4)	206,460	197,280
	$ 1,343,068	$ 1,322,528
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 5)	$ 1,257,094	$ 947,332
Deferred contributions (Note 6)	39,600	48,922
Total current liabilities	1,296,694	996,254
FUND BALANCES		
Investment in capital assets fund	206,460	197,280
Operating fund - unrestricted	(160,086)	128,994
	46,374	326,274
	$ 1,343,068	$ 1,322,528

See accompanying notes

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
Year Ended March 31

	2006				2005
	Operating Fund Budget (note 11)	Operating Fund Actual	Investment in Capital Assets Fund Actual	Total	Total
Revenue: (Note 2)					
Department of Justice	$ 15,996,000	$ 16,146,000	$ ---	$ 16,146,000	$14,295,000
Grants	60,000	72,113	---	72,113	43,104
Other	88,206	123,860	---	123,860	96,975
	16,144,206	16,341,973	---	16,341,973	14,435,079
Expenses:					
Salaries and employee benefits	11,627,386	11,838,251	---	11,838,251	10,322,921
Central Office administrative (Schedule 1)	721,691	755,731	6,814	762,545	501,500
Area Office administrative and operating expenses (Schedule 1)	1,821,951	1,787,430	61,837	1,849,267	1,488,906
Provision of legal services	1,333,000	1,490,168	---	1,490,168	1,515,704
Other legal expenses	200,772	201,388	---	201,388	179,160
Travel	497,400	478,695	---	478,695	455,994
Loss on disposal of fixed assets	---	---	1,559	1,559	107,942
	16,202,200	16,551,663	70,210	16,621,873	14,572,127
Deficiency of revenue over Expenses	(57,994)	(209,690)	(70,210)	(279,900)	(137,048)
Fund Balances, beginning of year	128,994	128,994	197,280	326,274	463,322
Transfer between funds (Note 12)	(71,000)	(79,390)	79,390	---	---
Fund Balances, end of year	$ ---	$ (160,086)	$ 206,460	$ 46,374	$ 326,274

See accompanying notes

Statement 3

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
As at March 31

	2006	2005
Cash provided by (used in)		
OPERATING ACTIVITIES		
Appropriation Funds received	$ 16,096,000	$14,465,000
Cash received from grants	62,191	53,026
Cash received from other income	102,020	93,947
Cash payments for salaries and benefits	(11,640,888)	(10,305,432)
Cash payments for other suppliers	(3,244,890)	(2,493,716)
Cash payments for legal services	(1,349,083)	(1,419,745)
Net cash provided by operating activities	25,350	393,080
INVESTING ACTIVITIES		
Purchase of Capital Assets	(79,390)	(72,823)
Net (decrease) increase in cash	(54,040)	320,257
Cash, beginning of year	965,628	645,371
Cash, end of year	$ 911,588	$ 965,628

See accompanying notes

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2006

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission. The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Fund Accounting

The Commission follows the restricted fund method of accounting for contributions. For financial reporting purposes, the following major funding groups are:

Operating Fund (unrestricted assets)

The Operating Fund reflects the primary operations of the Commission including revenue from the Department of Justice for the provision of legal services.

Investment in Capital Assets Fund (restricted assets)

Investment in Capital Assets Fund reflects the equity of the Commission in capital assets. This fund includes any grants designated for the acquisitions of capital assets. The Commission would also impose a restriction that any capital purchases made with operating funds would be recorded as an interfund transfer. Expenses consist primarily of amortization of capital assets.

b) Capital Assets

Capital assets are recorded at cost. Normal repairs and maintenance are expensed as incurred. The capital assets are reduced annually by an amount representing the consumed cost of the asset calculated as follows:

Office Equipment and Furniture	14 2/7% per annum
Library	33 1/3% per annum

2. Revenues

The following are included in revenue:

a) Unrestricted contributions are recognized as revenue of the operating fund in the year received or receivable.

Other revenue is comprised of client contributions, cost recoveries, interest, and miscellaneous receipts.

b) Restricted contributions related to capital assets are recognized as revenue of the investment in capital assets fund in the year received or receivable.

3. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense for 2006 amounted to $472,024 (2005 - $416,129).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan.

4. Capital Assets

Capital assets are comprised of the following amounts:

	2006			2005		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Office equipment and furniture	$ 757,722	$ 558,543	$199,179	$ 727,113	$ 537,114	$ 189,999
Library	907,799	900,518	7,281	907,799	900,518	7,281
	$ 1,665,521	$ 1,459,061	$206,460	$ 1,634,912	$ 1,437,632	$ 197,280

5. Accounts Payable and Accrued Liabilities

	2006	2005
Supplies and services	$ 99,488	$ 127,338
Accrued private solicitors' fees	690,751	549,666
Employee salaries and benefits	466,855	270,328
	$ 1,257,094	$ 947,332

Comparative figures have been reclassified to conform with current year presentation.

6. Deferred Contributions

Deferred operating contributions represent grants and externally restricted contributions for which the related expenditures have not been incurred.

	2006	2005
Balance, beginning of year	$ 48,922	$ —
Add: Grant contributions received in the year		
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	62,791	92,026
Less: Amounts recognized as revenue in the year	(72,113)	(43,104)
Balance, end of year	$ 39,600	$ 48,922

7. Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions on accrued private solicitor fees that affect the reported amount of accounts payable and accrued liabilities at the date of the financial statements and the reported amount of expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known..

8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, departments, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at rates, which are determined primarily on the basis of recovery of the costs incurred by the related party. These transactions and amounts outstanding at year end are as follows:

	2006	2005
Expenses	$ 1,304,051	$ 1,136,887
Accounts payable	13,029	15,037
Accounts receivable	50,000	—

Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2006	2005
Expenses	$ 652,714	$ 419,216
Other Revenue	600	430
Accounts payable	3,652	5,805

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts without charge from the Department of Justice, Transcript Services.

During the year, the Commission made payments in the amount of $89,788 (2005 - $49,244) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund. The intent of this fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949 in accordance with the Collective Bargaining Agreement. The increased premium costs are initially paid by the Commission and for 2006 the Fund reimbursed the Commission $64,756 (2005 - $31,601) for the increased premium costs.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust has been established with an endowment to assist in the Commission's mandate by :

a) improving access to justice for persons whose own financial resources are inadequate;
b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
c) providing funds for research in legal and social areas related to legal aid and access to justice; or
d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of $1,100,000 has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. During the year the Trust provided cash to the Commission for approved grants in the amount of $62,190 (2005-$53,026). In addition, the Trust has approved grants which are recorded as receivable by the Commission at year end in the amount of $39,600 (2005-$39,000).

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

10. Financial Instruments

Financial instruments consist of:

Cash
Accounts receivable
Accounts payable

There are no significant terms and conditions related to financial instruments that may affect the amount, timing and certainty of future cash flows.

The carrying value of the financial instruments approximate fair value due to their immediate or short-term nature.

11. Budget

These amounts represent the operating budget approved by members of The Saskatchewan Legal Aid Commission.

12. Interfund Transfers

The Commission internally restricted and transferred from the Operating Fund to the Investment in Capital Assets Fund $79,390 (2005 - $72,823) for the purchase of capital assets.

Schedule 1

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

	2006		2005
Central Office Administrative	Budget	Operating Fund Actual	Operating Fund Actual
Leased accommodation	$ 48,118	$ 48,377	$ 45,582
Computer leases, maintenance, and support	75,970	100,548	38,932
Telephone	18,500	15,364	15,331
Postage	19,200	20,814	14,535
Stationery and office supplies	6,250	7,252	5,662
Periodicals	4,200	6,150	4,577
Photocopying	3,000	3,010	3,286
Other operating expenses	546,453	554,216	365,833
Total Central Office Administrative	$ 721,691	$ 755,731	$ 493,738
Area Office Administrative and Operating Expenses			
Leased accommodation	$ 1,167,314	$ 1,193,148	$ 840,292
Computer leases, maintenance, and support	205,030	148,951	154,147
Telephone	122,500	119,141	122,771
Postage	36,420	34,894	34,423
Stationery and office supplies	86,250	84,543	82,704
Periodicals	26,800	21,888	23,443
Photocopying	44,500	39,219	41,295
Other operating expenses	133,137	145,646	128,926
Total Area Office Administrative and Operating Expenses	$ 1,821,951	$ 1,787,430	$ 1,428,001

Appendix I – Additional Supplementary Information (unaudited)
Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more.

Anderson, E	$ 80,831
Andrews, D	111,933
Armstrong, D	105,191
Armstrong, K	79,167
Baumgartner, P	105,191
Beckie, S	105,191
Bercovich, N	100,470
Boechler, C	52,536
Bohachik, C	105,191
Bordessa, L	100,470
Boyko, Jerome	67,911
Bright, D	111,933
Burns, P	100,470
Calderbank, J	85,905
Campbell, B	105,191
Covert, Colleen	51,509
Crookshanks, G	105,191
Cuelenaere, P	111,933
Dahlby, B	105,191
Daunt, F	107,591
Dove, G	105,191
Earing, K	93,988
Faris, S	52,536
Freriks, B	64,801
Gee, P	52,536
Gonzo, David	100,470
Grimsrud, R	105,191
Haid, Debra	105,191
Harvey, V	85,120
Healy, K	105,191
Hopkins, D	100,470
Johnson, J	102,291
Johnston, G	52,536
Josephson, G	105,191
Kergoat, R	105,191
Kowalski, E	52,536
Lacoursiere, L	93,990
Lancaster, J	124,265
Lane, J	64,673
Larson, G	52,536
Lawrence, J	111,933
Layton, E	80,241
Lechner, K	52,536
Llewellyn, M	81,931
Lubyk, Jeff	85,905
MacKinnon, D	75,105
Maeder, C	105,191
Magnusson, L	52,536
Maloney, C	$ 105,191
Mayer, R	105,191
McBride, A	111,933
McGuire, G	105,191
McLean, A	81,596
McLean, M	52,536
McMahon, J	105,191
McNeill-McCrea, P	83,158
Melin, J	92,855
Mullord, D	111,933
Newman, R	105,760
Orlowski, A	105,191
Pirot, O	52,536
Reis, P	105,191
Rieger, K	62,376
Ritter, B	105,191
Robert, A	100,318
Ryan, M	111,933
Schmunk, C	50,567
Secundiak, A	52,536
Shaw, M	111,933
Sim, N	105,191
Sims, M	52,596
Soder, K	100,607
Soder, M	100,470
Soroka, D	105,191
Struthers, J	111,933
Talbot, Tanis	85,571
Thurlow, G	105,191
Tondevold, P	105,191
Towstego, W	82,050
Treacy, B	111,933
Vancoughnett, D	54,936
Ventzek, P	66,109
Weber, M	100,470
Wiebe, C	64,243
Wilhelm Skopyk, L	100,470
Wood, L	82,228
Payees under $50,000	2,452,602
Increase in accrued liabilities	196,528
	$ 10,370,085

Suppliers and Other Payments (unaudited)

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, legal services, communications, contract, equipment, and other expenditures.

Andrews Benko Elliott Hawkins Pyle MacIsaac	$ 70,239
Bendig Law Office	68,921
Beresh Depoe Cunningham	54,339
Cuelenaere Kendall Katzman & Watson	54,570
McDougall Gauley LLP	55,735
Mills Wilcox Zuk Law Office	86,989
Roe & Company	109,107
Scott & Fehr Law Office	97,985
Stephens Law Office	55,523
Wardell Gillis Tangjerd Rodgers & Cotton	84,339
Dumonceaux, Ronald	102,532
Great-West Life Assurance Company	236,178
Law Society of Saskatchewan	101,822
Hill Strategy Group Inc.	139,548
Manulife Financial	472,024
Paradigm Consulting Group Inc	85,477
Receiver General	
Canada Pension Plan	274,692
Employment Insurance	138,491
Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund	89,788
Saskatchewan Lawyers Insurance Association Inc.	53,900
Minister of Finance – Saskatchewan Property Management	1,699,317
SaskTel	134,868
Sask Workers' Compensation Board	96,535
Transwest Air	212,125
Yelland Research and Evaluation Services	67,246
Payees Under $50,000	1,623,266
Increase in prepaid expenses	(4,588)
	$6,260,968

Appendix II

A Glossary of Terms

Accrued vacation pay - Value of employee vacation leave entitlement earned but not taken.

Application - refers to a formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application, despite the requirement for a court appearance. Separate applications are counted for criminal, family, civil or provincial offence matters.

Appeal - refers to an appeal of a lower court or administrative tribunal decision, not an appeal of a refused application.

Appeal against refusal - refers to an appeal of a refused application for legal services.

Civil matters - refers to all other civil proceedings that are not of a family nature.

Contribution - refers to that portion of the costs of legal services that an applicant, client, former client or other person may be required to pay.

Coverage or range of service restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Duty Counsel Project service - refers to legal services provided by a lawyer at a location other than a legal aid office, where the person assisted had not applied in writing requesting legal aid services. Commencing in 2001-02, this project was provided to adults in-custody for Provincial Court at Regina and Saskatoon.

Duty counsel advice service - immediate, although temporary advice by telephone to arrested or detained persons, irrespective of financial status (per the *Brydges* decision of the Supreme Court of Canada).

Family matters - refer to proceedings related to divorce, separation, maintenance, custody/access, and other matters of a family law nature.

Federal criminal matters (adult) - refers to applications for matters under the *Criminal Code of Canada, Narcotic Control Act, Food and Drug Act*, or other Federal Statutes if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Federal criminal matters (youth) - refers to applications for matters under the *Young Offenders Act* and effective April 1, 2003, the *Youth Criminal Justice Act*..

Financial ineligibility - refers to reasons for refusing an application based on some financial information revealed by the applicant about income, assets and liabilities.

Full service application - refers to an application that is granted legal services.

Interprovincial reciprocity agreement - refers to the informal agreement among Legal Aid Plans in Canada to handle nonresident civil matters. Applicants must request legal services in the province/territory of home, rather than in the province/territory where the legal recourse is sought.

Merit, lack of - refers to applications refused because the nature of the case or the seriousness of the matter does not warrant legal assistance.

Merit, professional - some or all of the following are considered:

- is this case one that a reasonable person of modest means would commence or defend?
- are the legal costs of commencing or defending an action reasonable compared with the relief asked for?
- what is the seriousness of the legal or economic outcomes?
- what are the potential benefits to the client?
- is there a possible defence to a charge?
- has the client been cooperative, such as keeping appointments, keeping in touch with the office after a move, etc.?
- has the client accepted reasonable professional advice from the assigned lawyer?

Non-compliance/abuse - refers to refusals based on an applicant's prior or current experience with The Saskatchewan Legal Aid Commission. Included are applications where the services applied for are abusive of the legal process or failure to cooperate with the lawyer.

Prepaid expenses - Payments made during the year that relate to goods and services that will not be received until subsequent fiscal years (includes items such as professional dues, memberships and subscriptions).

Provincial offence matters - refers to applications for matters under provincial statutes, such as *Alcohol Control Act, Wildlife and Parks Act*, or *Highway Traffic Act*.

Range of service or coverage restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Reciprocal application - see Interprovincial reciprocity agreement. Incoming refers to those applications coming from other jurisdictions, while Outgoing refers to those Saskatchewan sends out.

Refused application - refers to all formal written requests for legal aid that have been denied legal services due to financial ineligibility, lack of merit or range of service or coverage restrictions.

Summary advice or service - refers to the provision of legal advice, information, or any other type of minimal legal service to an individual involving no more than a brief interview or telephone call